

DEPARTMENT OF THE ARMY
USAWC AND CARLISLE BARRACKS
CARLISLE, PENNSYLVANIA 17013

CBks Regulation
No. 621-1

13 December 2001

Education
PROFESSOR, U.S. ARMY WAR COLLEGE PROGRAM

1. PURPOSE. This regulation establishes the authority, policies, and procedures for executing the Professor, U.S. Army War College (Prof., USAWC) Program.

2. REFERENCES.

a. Letter, CSA to Commandant, USAWC, 4 Jan 99, no subject (approval of Prof., USAWC Program concept).

b. Memorandum, MG St. Onge, Director of Strategy, Plans, and Policy to DCSOPS, 23 Apr 99, subject: U.S. Army War College (USAWC) Ph.D. Program-ACTION MEMORANDUM. (Approved by DCSOPS, 28 Apr 99).

c. Memorandum, DCSPER, LTG Ohle for Commandant, USAWC, MG Scales, 28 Oct 99, subject: U.S. Army War College (USAWC) Professor Program.

d. AR 621-1, Training of Military Personnel at Civilian Institutions, 20 Aug 99 (<http://www.usapa.army.mil/gils/>).

e. AR 350-100, Officer Active Duty Service Obligations, 4 May 01 (<http://www.usapa.army.mil/gils/>).

3. BACKGROUND.

a. The purpose of the Prof., USAWC Program is to send a select number of officers to obtain doctrinal degrees to enhance the academic credentials of military faculty members serving at the USAWC and to retain this expertise on the faculty. These officers will return to the USAWC and serve on the faculty until their mandatory retirement date.

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b. In reference a, the CSA approved the concept for the Prof., USAWC Program. In reference b, DCSOPS authorized establishing the program. In reference c, DCSPER approved sending four officers, each to Advanced Civil Schooling (ACS) in FY99 and FY00, and two officers each year thereafter.

c. Funding for the two-year ACS resident portion of the doctoral education will be provided through the Army ACS Program under TAPE MDEP (reference b).

d. The Prof., USAWC Program does not increase USAWC colonel authorizations or tenured positions (12) (reference b).

e. Principal responsibilities of Prof., USAWC include academic leadership, teaching, and scholarship. Specific duties will include teaching core curriculum as well as graduate electives, faculty development, service on faculty committees, and research.

f. The provisions of AR 621-1 provide the overarching and basic requirements for enrollment in ACS and for participation in the Prof., USAWC Program.

4. STANDARDS FOR SELECTION.

a. Participation in the Prof., USAWC Program will be offered to those officers who demonstrate extraordinary potential for long-term continued service to the Army as USAWC faculty.

b. Officers applying for the Prof., USAWC Program must meet the basic eligibility requirements for ACS specified in paragraphs 2-3 and 3-3, AR 621-1.

c. The USAWC criteria for selection are:

(1) Applicants must possess a MEL-1, or be enrolled in a MEL-1 producing program, at the time of their application.

(2) Applicants must possess an exemplary military record that includes success in leadership and staff positions, preferably at the strategic level.

(3) Applicants should hold the rank of colonel or lieutenant colonel (promotable). Candidates may be provisionally selected if they are in the primary zone for consideration for colonel, pending the outcome of the board. Candidates already participating in ACS, but who are not selected for promotion to colonel, may be retained in the Prof., USAWC Program at the discretion of the Commandant.

(4) Candidates should hold a Masters Degree in a pertinent field, enabling them to complete Ph.D. course requirements and comprehensive examinations and have their dissertation proposal approved within two years.

(5) Officers applying for these positions should have previous college-level or professional teaching experience, or have demonstrated potential for excellence in teaching.

(6) Dedication to excellence in teaching is an absolute requirement of this position. Applicants must have a strong commitment to the educational, military, physical, and ethical development of students, as well as their own personal development in these areas.

(7) Candidates should have no more than 22 years of service at time of application. This allows officers to complete their active duty service obligation (ADSO) of three years service for each year of ACS.

5. PROCEDURES FOR SELECTION (see the milestones chart at Appendix A).

a. The Dean of Academics, in coordination with the Chief of Staff, will notify the Commandant of Prof., USAWC opportunities or vacancies.

b. The Commandant provides the Dean of Academics with any additional guidance.

c. The Dean of Academics provides guidance to Department Chairs and, based on their input, allocates Prof., USAWC opportunities (usually two professorships annually) for the upcoming FY.

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d. Selected departments provide the Associate Dean for Academic Policy with the specific TDA positions that will be filled, as well as possible disciplines that candidates may be expected to pursue. Departments also will provide points of contact to oversee departmental selection procedures. Based on this information, the Associate Dean for Academic Policy will prepare an advertisement for *Army Times*. He or she will pass this same information to HRD for transmission to DCSPER for advertisement through PERSCOM channels. Additionally, this message will be routed specifically to eligible USAWC Senior Service College Fellows.

e. Departmental POCs will accept applications, respond to inquiries, and provide information, as required.

f. Upon closure of the application period, departments will hold selection panels to determine qualified applicants, a priority of applicants, and a recommendation on selection. Departments will provide these recommendations to the Dean of Academics.

g. The Dean's Office will prepare a nomination review packet and provide a recommendation to the Commandant.

h. The Commandant will approve or disapprove selection for the Prof., USAWC Program.

i. Selected candidates must complete all necessary requirements for admission to appropriate graduate programs.

j. Upon completion of their resident portions of instructions, Prof., USAWC, candidates will join the USAWC faculty. Prof., USAWC candidates will not automatically be granted tenure upon their return to USAWC. They will be evaluated at the end of their second year to ensure they have made sufficient progress toward completing their Ph.D. and are making appropriate contributions to the execution of the USAWC mission. Once tenure is granted, Prof., USAWC candidates will undergo annual performance review and renewal in accordance with CBks Memorandum 351-6, The Military Faculty Tenure Program.

6. RESPONSIBILITIES.

a. Commandant, USAWC.

(1) Provide the Dean with additional guidance (as appropriate) prior to the Academic Board review of nominees for tenure.

(2) Approve selection of Prof., USAWC candidates.

(3) Conduct an annual performance review of all tenured faculty members based on the recommendations of the Academic Board's annual review of tenured faculty performance and in conjunction with the OER process.

b. Chief of Staff, USAWC.

(1) Provide administrative support, to include coordination with PERSCOM (Chief, Colonels Assignments; Chief, Development Branch; and Chief, Advanced Civil Schooling) for the administration of the Prof., USAWC Program.

(2) Maintain administrative responsibility for the USAWC Military Faculty Tenure Program in coordination with the Dean, DCSOPS, DCSPER, and PERSCOM.

(3) Ensure names of officers selected for Prof., USAWC Program are reported to PERSCOM for approval and appropriate action.

(4) Ensure AERB positions are properly reported and recorded.

c. CIO. Upon request, provide candidates, Prof., USAWC Program with an email account.

d. Dean of Academics.

(1) Annually, notify the Commandant of potential Prof., USAWC Program vacancies. Receive any additional guidance from the Commandant and coordinate with the Chief of Staff to identify eligible faculty or candidates.

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(2) Through Associate Dean for Academic Policy, monitor planning, development, and execution of all aspects of the program.

(3) Prepare job announcement for publication in *Army Times*. Prepare job announcement for submission through HRD to PERSCOM for publication either via message or web site. Prepare job announcement for posting to the USAWC Internet and Intranet sites.

(4) Prepare letter to PERSCOM notifying them of Commandant's selection of candidates. (A sample letter is at Appendix B.) Provide through HRD to PERSCOM.

e. Department Chairs.

(1) Upon notification, provide Associate Dean for Academic Policy with proposed disciplines for applicants to consider and any special qualifications that should be included in the job announcements.

(2) In response to an applicant's notification of intent to apply, provide a letter of instruction on application procedures that is tailored to specific departmental requirements. (An example is at Appendix C.)

(3) Assemble applications and hold a selection panel to rank order potential candidates. Prepare memorandum with recommendations and submit to the Dean of Academics for review and consideration by the Commandant.

(4) Provide funding, commensurate with other departmental resource requirements, to support research related trips not covered by faculty research grants or other methods of funding available to students through the ACS institutions.

(5) Name a faculty adviser to monitor candidate progress and to serve as a portal to USAWC. This adviser should hold a Ph.D. and be able to offer advice on issues concerning USAWC and departmental requirements and on the candidates academic program.

(6) Provide HRD with relevant information for ensuring appropriate TDA positions are AERB coded.

f. Library. Respond to request for research support from Prof., USAWC candidates, as appropriate.

g. Applicants for Prof., USAWC Program positions.

(1) Be thoroughly familiar with the provisions of AR 621-1.

(2) Submit applications and subsequent supporting material IAW milestones at Appendix A. Comply with additional departmental requirements, as directed.

(3) In reviewing potential schools to attend, applicants will comply with paragraph 3-4f, AR 621-1.

(4) In determining potential schools, applicants should consider, inter alia, tuition costs (including the potential for in-state tuition), requirements for registration in *absentia*, costs beyond course work, access to research opportunities, and the reputation and prestige of the school, program, and professors. **Of great importance is whether the school acknowledges that students will be able to finish all of their course work within the allotted two years.**

h. Candidates, Prof., USAWC Program.

(1) Be thoroughly familiar with the provisions of AR 621-1.

(2) Upon notification of selection by Commandant, take the following actions:

(a) Sign letter to PERSCOM permanently declining consideration for brigade-level command. (Sample letter is at Appendix D.) Forward through Associate Dean for Academic Policy and HRD to PERSCOM.

(b) Complete DA Form 1618 (Application for Detail as Student Officer at a Civilian Educational Institution or Training with Industry), IAW instructions contained in paragraph

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3-4, AR 621-1. The department chair of the department to which the Prof., USAWC candidate will be assigned will sign as the first field grade officer in the candidate's chain of command. The form is available at <http://www.usapa.army.mil>. Enclosures to the application include GRE (or equivalent) scores (if applicable) and transcripts for all previously earned masters and undergraduate degrees. DA Form 1618 should be sent to CDR, PERSCOM (TAPC-OPC), 200 Stovall Street, Alexandria, VA 22332, with a copy furnished to HRD.

(3) Upon notification of acceptance or admission to a graduate school, provide the appropriate career division of PERSCOM with a copy of the notification letter IAW provisions of paragraph 3-4g, AR 621-1.

(4) After receipt of orders of assignment to U.S. Army Student Detachment (USASD), TRADOC, Fort Jackson, SC 29207, candidates will contact the stated POC at USASD and respond to any requests for information.

(5) Prior to arrival at the location of their ACS, candidates will arrange with CIO, USAWC to obtain an email account.

(6) While enrolled in ACS, Prof., USAWC candidates, at a minimum, will:

(a) Ensure that all course work and comprehensive examinations for Ph.D. degree will be completed within two academic years.

(b) Ensure than an approved dissertation proposal is completed within two academic years.

(c) Make substantive progress toward completion of Ph.D. dissertation while at graduate school.

(d) Keep department chairs appraised of progress in your programs.

(e) Inform department chairs of any significant changes in their program.

(f) Submit periodic reports (DA Form 2125) as required by paragraph, 2-11, AR 621-1.

(7) Upon return to USAWC, but prior to completion of the Ph.D. degree, candidates will:

(a) Continue to make substantive progress toward completion of Ph.D. dissertation. Dissertation will be completed, to include defense, as soon as possible but not more than 36 months after completing required course work.

(b) Annually, provide the Associate Dean for Academic Policy with information concerning continued tuition requirements.

7. ASSIGNMENT ORDERS. See paragraph 3-5, AR 621-1.

8. FUNDING.

a. The provisions of paragraph 3-8, AR 621-1 govern funding.

b. AR 621-1 allows for up to three years attendance at ACS and two years to complete the dissertation. All tuition and certain (but not all fees) required during this period will be paid by ACS funds. Because USAWC requires all candidates, Prof., USAWC to complete their course work in two years, PERSCOM (per Captain, L. Griffin, Chief, ACS) has agreed that up to three years of fees necessary to support completion of dissertation will be funded by PERSCOM. Per paragraph 6 above, candidates for Prof., USAWC will inform the Associate Dean for Academic Policy of the nature of tuition and fees, and he or she will provide this information to Chief, ACS, PERSCOM.

c. As indicated in paragraph 3-8, AR 621-1: "Certain fees will not be paid, such as health insurance, parking fees, student IDs, and transcript and graduation fees." USAWC will not fund such fees. Payment of such fees will be the responsibility of the student.

d. Book allowances and other costs are covered in paragraph 3-8, AR 621-1.

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e. Under paragraph 3-8, AR 621-1 up to \$500 reimbursement for a Ph.D. dissertation (printing, binding fees, etc.) is authorized.

f. USAWC is not bound to provide automation, typing, or administrative support.

The proponent of this memorandum is the Dean of Academics.

FOR THE COMMANDING GENERAL:

4 Encls	/s/ CRAIG K. MADDEN
1. App A - Milestones	Colonel, AV
2. App B - PERSCOM	Deputy Commandant
Notification Ltr (Sample)	
3. App C - Dept LOI (Sample)	
4. App D - Declination of Command Consideration Ltr (Sample)	

DISTRIBUTION:
U1

APPENDIX A - Milestones

June	Current year candidates enter ACS. Dean approves departmental allocation of Prof., USAWC to enter ACS next summer. Selected departments provide advertising information to Associate Dean for Academic Policy.
July	Advertise via PERSCOM (message or web site). Post announcement on USAWC Internet web site.
August	Publish advertisement in <i>Army Times</i> . Departments prepare supplemental LOIs.
September	Receive initial notification of applicant interest. Departments provide interested applicants with departmental supplemental LOI. Candidates returned to USAWC provide Associate Dean for Academic Policy information on tuition and fees.
October	Applicants submit draft plan for Ph.D. program, anticipated field of study, proposed university, and specific course layout.
November	Applicant submits completed application packet. Departments hold screening panels, establish order of merit lists, and provide recommendations to the Dean of Academics.
December	Obtain Commandant's approval of selection. Notify PERSCOM of selections.

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January Candidates finalize admissions with universities.

February

March USAWC department chairs determine reporting dates
for candidates completing their course work who
will return to USAWC during the summer.

Candidates receive reassignment orders.

April

May

APPENDIX B - PERSCOM Notification Letter
(SAMPLE)

AWCC

Date

MEMORANDUM FOR CDR, U.S. Army Total Army Personnel Command,
ATTN: TAPC-OPZ-A, 200 Stovall Street, Alexandria, VA 22332-0410

SUBJECT: Professor, U.S. Army War College Nominees

1. I have selected the following officers for the Professor,
U.S. Army War College (USAWC) Program to begin studies in FYXX
(AYXX). These names have been coordinated with the Colonels
Assignment Branch:

a. COL XXXX

b. COL YYYY

2. These officers, if approved, will be committed to fulfill an
Active Duty Service Obligation (ADSO), a three-for-one ration,
at the USAWC. Enclosed is a copy of each officer's ORB.

3. POC for this action is MAJ M. Godfrey, 717-245-3627 or
Michael.Godfrey@carlisle.army.mil.

XX Encls

ROBERT R. IVANY
Major General, USA
Commandant

APPENDIX C - Departmental LOI
(SAMPLE)

AWCC-A

10 September 2001

MEMORANDUM FOR USAWC Faculty and Candidates

SUBJECT: USAWC Professor Program Application and Selection
Process

1. General. The U.S. Army War College is seeking highly qualified officers for the USAWC Professor Program. Officers selected will complete Ph.D. coursework during two years of funded study, return to USAWC as part-time faculty while completing their dissertation, and then serve as full-time faculty until mandatory retirement. Selection criteria include military experience, academic credentials, and faculty potential. Two USAWC departments (Department of Military Strategy, Planning, and Operations and Department of National Security Strategy) will each nominate one officer this year to start Ph.D. programs in Summer/Fall 2002. The USAWC Commandant will make final selections.

2. Requirements. Candidates must be MEL-1 or currently enrolled in a Senior Service College, be academically prepared to complete a Ph.D. within the time allotted, and have no more than 22 years AFCS as of 1 October 2002. Other requirements are posted under "Professor USAWC" on the Carlisle Barracks Intranet or at <http://carlisle-www.army.mil>.

3. Milestones.

8 Sep 01 Candidates identify selves through letter of interest or email to COL John A. Bonin, DMSPO, Room C128.

10 Sep 01 Candidates receive application packages from the department.

1 Oct 01	Candidates submit draft plan for Ph.D. program, including proposed field of study, university, and specific course layout to the department.
1 Nov 01	Candidates submit complete application packet.
15 Nov 01	Departmental screening completed and nominee Order of Merit Lists (OML) finalized.
23 Dec 01	USAWC selections finalized.
TBD	PERSCOM announcement of selectees.

4. Application packet due 1 Nov 01 must include:

a. Letter of application stating qualifications for USAWC Professor Program, potential contributions as USAWC faculty, and factors that set apart from other candidates.

b. Final Ph.D. Program, including field of study, university, projected tuition, specific course layout, and letter of acceptance. (If university will not issue a letter of acceptance this early, describe feedback it has given relative to potential for its Ph.D. program).

c. Officer Record Brief (ORB).

d. Three letters of recommendation attesting to academic credentials and faculty potential, to include interpersonal leadership skills; or five most recent consecutive (no gaps or skips) Officer Evaluation Reports (OERs); or three most recent OERs and two letter of recommendation.

e. Resume or *curriculum vitae*, including list of publications.

f. Official undergraduate and graduate transcripts.

g. Standardized test scores, such as GRE (preferred), GMAT, LSAT, or MCAT. Applicants must ensure that they have completed the GRE (or other relevant examination) in sufficient time to provide results to the selection panel. GRE or other examinations must be taken at the applicant's expense.

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h. Copies of publications.

5. Each candidate must line up an appropriate Ph.D. program to support the position to be filled as Director, Military Strategy. Military history is the preferred field of study for the candidate.

6. Graduate Record Exam (GRE). The GRE is given Monday-Saturday the first three weeks of each month at the Sylvan Learning Center, 6005 Allentown Blvd., Harrisburg, PA, phone 717-652-0646.

FRANK R. HANCOCK
Colonel, IN
Chair, Department of Military
Strategy, Planning and
Operations

APPENDIX D - Declination of Command Consideration
(SAMPLE)

AWCC-A

Date

MEMORANDUM FOR RECORD

SUBJECT: Declination of Consideration for Brigade Command

As part of acceptance in the Professor, U.S. Army War College Program, I hereby acknowledge that I will be neither considered nor selected for Brigade Command. This declination will not be waived or considered for waiver at any time.

Name of Officer
Rank, Branch

CF:
Colonels Division
Individual Officer
HRD-Original
DAA